

Carnegie Corporation of New York

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Dr. Joshua Lederberg
The Rockefeller University
1230 York Avenue
New York, New York 10021-6399

Dear Josh:

I've just read the copy of your 1987 talk on people or projects as the source of scientific progress, and I write to say that I've read nothing that taught me so much about science and the university since I used to go to school to my Harvard colleagues more than 30 years ago. Parenthetically, I was happy to find that you share my affectionate regard for the 1950's (and specifically for ONR as it was then). But mainly I was instructed about the impact of the current system on (a) the younger investigator, and (b) the harboring institution. I have spirited young relatives in this present world, and I'll understand them better the next time they insist that today's university is not as I remember it (also sometimes hinting their doubt that it ever was).

I am far from this set of problems now, and your paper and talk suggest that current problems cannot be resolved by solutions framed from nostalgia. But if you ever see a target of opportunity where I could help, let me know. This looks to me, for example, like a problem that could at least be attacked by individual philanthropists. If any top-ten-university President got a hundred-million-dollar research-science endowment windfall (income for discretionary use but not for additional faculty), would not the other nine institutions get a useful stimulus? One of the things I remember about the '50s is that I had a little gambling and gap-filling money of my own.

Sincerely,

Mac

McGeorge Bundy

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cc: David Hamburg
Barbara Finberg